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# **Central Procurement Directorate**

## **Corporate Balanced Scorecard**

**2007 – 2008**

## QUADRANTS

CUSTOMERS	PEOPLE
<p><b>C1:</b> Lead the development, dissemination and monitoring of NI public procurement policy and best practice to deliver Best Value for Money.</p> <p><b>C2:</b> To work in partnership with our customers to provide procurement solutions which comply with legislation and procurement policy that enable the delivery of better public services and achieve best value for money.</p> <p><b>C3:</b> To contribute to the implementation of the Sustainable Development Strategy for N.I.</p>	<p><b>P1:</b> To value and develop our people to enable them to deliver a modern professional service.</p>
RESOURCES	SYSTEMS AND PROCESSES
<p><b>R1:</b> To secure and live within the resources we need to deliver our objectives.</p>	<p><b>SP1:</b> To implement the governmental and DFP Change Agenda/Reform Initiatives within CPD.</p> <p><b>SP2:</b> To continuously improve the way we deliver our business.</p>

CUSTOMERS			
OBJECTIVE	MEASURES	TARGETS	ACTIONS
<b>C1: Lead the development, dissemination and monitoring of NI public procurement policy and best practice to deliver Best Value for Money.</b>	1. VFM gains/savings across the public sector.	By 31 March 2008 monitor and report on VFM gains/savings generated across the public sector in relation to the overall target of £250m.	To monitor vfm savings monthly and report twice yearly to the Procurement Board and Minister against progress on the achievement of VFM gains/savings across the NICS and wider public sector.
	2. Development of Policy and Best Practice.	To develop public procurement policy and best practice during 2007/08.	• Produce draft papers on policy and best practice for consideration by PPG.
			• Seek Procurement Board's approval of new draft policies developed.
	3. Provision of advice and guidance to the NI Public Sector on procurement policy and practice.	To support the Procurement Board in providing advice and guidance on procurement matters to public sector bodies.	• Prepare accurate and timely drafts, advice and guidance on policy matters to the Procurement Board in consultation with relevant stakeholders.
			• Identify, test and implement (where appropriate) new policy initiatives to support the achievement of Best Value for Money*.

\* Best value for money is defined in the Procurement Policy as "the optimum combination of whole life cost and quality (or fitness for purpose) to meet the customer's requirements.

CUSTOMERS			
OBJECTIVE	MEASURES	TARGETS	ACTIONS
			<ul style="list-style-type: none"> <li>Evaluate and measure effectiveness of policies, best practice, advice and guidance as appropriate.</li> </ul>
			<ul style="list-style-type: none"> <li>Review progress at quarterly intervals and report to Procurement Board.</li> </ul>
	4. Successful implementation of Achieving Excellence.	By 31 March 2008, to determine the maturity of the public sector to act as best practice clients in accordance with Achieving Excellence.	<ul style="list-style-type: none"> <li>To promote, monitor and report twice yearly to the Procurement Board and Minister on the embedment and benefits of Achieving Excellence within the public sector.</li> </ul>
			<ul style="list-style-type: none"> <li>Arrange third party validation of Achieving Excellence maturity reports</li> </ul>

CUSTOMERS			
OBJECTIVE	MEASURES	TARGETS	ACTIONS
	5. To further develop the role of the Centre of Excellence for Delivery to embed Programme and Project Management best practice in all sectors in the public sector.	i. By 30 April 2007 to have an agreed action plan to deliver the CoE services.	To fully implement the agreed action plan and report annually to the Procurement Board and Minister on the activity and benefits of embedding PPM best practice in the NI Public Sector
		ii. By 30 September 2007 to have fully resourced the CoE to deliver the action plan.	

CUSTOMERS			
OBJECTIVE	MEASURES	TARGETS	ACTIONS
<b>C2: To work in partnership with our customers to provide procurement solutions which comply with legislation and procurement policy that enable the delivery of better public services and achieve best value for money.</b>	1. VFM gains/savings delivered by CPD.	By 31 March 2008 achieve VFM gains/savings of £12m (based on an estimate of at least 3% of the value of the contracts awarded through CPD) to contribute to the achievement of the £250m vfm target.	<ul style="list-style-type: none"> <li>• Apply professional procurement and best practice techniques to achieve vfm gains/savings target.</li> <li>• Report monthly to SMT on achievement of gains/savings by CPD.</li> </ul>
	2. Customer and Supplier satisfaction.	i. 90% of suppliers to be satisfied with CPD performance in the procurement process.	<ul style="list-style-type: none"> <li>• To review and produce robust guidance on tender evaluation processes and procedures.</li> </ul>
		ii. 90% of customers to be satisfied with CPD services.	<ul style="list-style-type: none"> <li>• To carry out post project evaluations in respect of both customers and suppliers on projects and services (of a value over £30k for S&amp;S and £250k for Works) and report satisfaction levels monthly to SMT.</li> </ul>
			<ul style="list-style-type: none"> <li>• To carry out annual customer survey (using NISRA)</li> </ul>
<ul style="list-style-type: none"> <li>• To review and update SLAs with customer Departments.</li> </ul>			

CUSTOMERS			
OBJECTIVE	MEASURES	TARGETS	ACTIONS
<b>C3: To contribute to the implementation of the Sustainable Development Strategy for N.I.</b>	1. The Sustainable Procurement Action Plan.	i. To produce a Sustainable Procurement Action Plan for Northern Ireland, to include procurement policy on Fair Trade, by 31 March 2008.	To consider the recommendations of the UK Sustainable Procurement Task Force and their application to N.I. Identify actions, consult with Stakeholders and produce a plan.
	2. Integration of Sustainable Development into the procurement process	ii. To promote sustainable development principles, including innovative solutions, in contracts let for works, services and supplies influenced by CPD.	<ul style="list-style-type: none"> <li>• Increase awareness among Departments and our customers of Environmental Social and Economic (ESE) policies and provide staff with the tools to encourage customers to integrate ESE considerations into the procurement policy.</li> </ul>
			<ul style="list-style-type: none"> <li>• Work with ECNI to finalise guidance on integrating equality and sustainable development into procurement.</li> </ul>
			<ul style="list-style-type: none"> <li>• To implement the Sustainable Construction Action Plan.</li> </ul>
	iii. By 31 March 2008 ensure that all NICS procurement is conducted in accordance with a Service Level Agreement with CPD or a relevant CoPE.	To work to ensure that all remaining NICS procurement is channelled through a CoPE.	

CUSTOMERS			
OBJECTIVE	MEASURES	TARGETS	ACTIONS
		iv. To promote and engage with Local Government and District Councils.	To agree with local government the most appropriate mechanism to embed public procurement policy within the new local government structures.

PEOPLE			
OBJECTIVE	MEASURES	TARGETS	ACTIONS
<b>P1: To value and develop our people to enable them to deliver a modern professional service.</b>	1. Staff satisfaction.	By 30 October 2007 to increase staff satisfaction to at least 60% from 53%.	<p>Continue implementation of Corporate and Divisional Action Plans.</p> <p>To administer survey by 30 October 2007, integrated with the DFP staff survey.</p> <p>Analyse and issue results and agree Action Plan by October 2007.</p>
	2. Directorate Training Plan.	By 30 June 2007 to have an agreed training plan for 2007-2008 (to accommodate the PDP process).	<p>Divisions to review 06/07 Training Plans, roll forward outstanding training and provide Divisional Training Plans by mid-June 2007.</p> <p>Ensure that training for delivery of reform projects and tendering processes, as set out in the revised guidance (see C2.2), are included in the training plan.</p>
	3. Priority 1 training needs met.	By 31 March 2008 to deliver 85% of training contained in the CPD Scorecard that is sourced and delivered by CPD.	All Divisions to submit DRFs in line with agreed process.

PEOPLE			
OBJECTIVE	MEASURES	TARGETS	ACTIONS
	4. Business Improvement Plan.	By 30 June 2007 to have developed a comprehensive Business Improvement Plan.	Refine and finalise Blueprint document.
			Refine and finalise Communication Strategy.
			Establish appropriate mechanisms to monitor Business Improvement Plan.
			Report quarterly to SMT on Business Improvement Plan.
	5. Career progression framework	By 30 June 2007 to develop a training needs plan common to all CoPEs	Collate and agree common training needs plan.

RESOURCES			
OBJECTIVE	MEASURE	TARGETS	ACTIONS
<b>R1: To secure and live within the resources we need to deliver our objectives.</b>	1. Budget.	To keep within the resource budget allocation. (initial budget reduced by 2%)	Monitor and report progress monthly to SMT on achievement of the target.
	2. Income	To secure hard income of: £3,214k – Construction & Advisory £6,534k – Works Procurement ££1,675k – Supplies & Services	Monitor and report on progress quarterly (plus end Jan and end Feb) to SMT on achievement of target.
	3. Headcount.	To keep within the approved headcount (currently 365 but may be increased subject to Business Case approval by DFP Board).	Monitor and report progress monthly to SMT on achievement of the target. Ensure adherence to vacancy filling procedure.
	4. Service delivery and funding.	By 31 December 2007 to have in place an agreed service delivery and funding plan for 2008-2009 with the Department.	To develop and agree the Directorate's SDA and the funding to deliver the plan.
	5. Directorate Workforce Plan.	By 31 October 2007 to develop and agree a Directorate workforce plan for 2008-2009, which reflects targets for workforce levels agreed by the Departmental Board.	To develop workforce plan to support the agreed service delivery and funding plan.

SYSTEMS AND PROCESSES			
OBJECTIVES	MEASURE	TARGETS	ACTIONS
<b>SP1: To implement the governmental and DFP Change Agenda/Reform Initiatives within CPD.</b>	Integration of the following reforms into CPD: Records NI; Account NI; HR Connect; ICT Shared Service Centre; Network NI; and Workplace 2010.	To implement within CPD the Change/Reform Agenda for 2007-2008, working in partnership with project SROs.	To agree inputs and work to meet project deadlines for implementation of the various reform initiatives.
<b>SP2: To continuously improve the way we deliver our business.</b>	To be recognised for excellence.	To achieve external recognition of excellence:	To follow the stages outlined and agreed within the Project Plan to achieve Bronze level EFQM recognition.
		i. Continue to implement the 3-year Project Plan to achieve Bronze level EFQM recognition by December 2008.	
		ii. To retain ISO accreditation	
		iii. To support DFP's IIP Action Plan.	Maintain IIP-related initiatives.